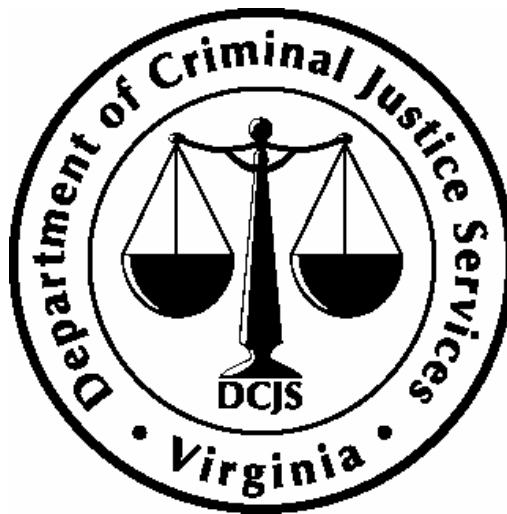


**DEPARTMENT OF CRIMINAL JUSTICE SERVICES**

**LEONARD G. COOKE, DIRECTOR**

**2004– 2005 STRATEGIC PLAN  
EXECUTIVE SUMMARY**



**PLANNING AND POLICY**

**OCTOBER 2003**

## **Introduction**

The Department of Criminal Justice Services (DCJS) has developed a strategic plan to guide its effort to strengthen and improve law enforcement and the administration of criminal justice in the Commonwealth. While the core tenants of the plan are concrete, the specific operational pieces will continue to be updated.

## **Background**

The Department of Criminal Justice Services is charged with planning and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole (§9.1-102 of the Code of Virginia).

The Department:

- provides forensic laboratory services for law enforcement agencies statewide;
- distributes federal and state funding to localities, state agencies and nonprofit organizations in the areas of law enforcement, prosecution, crime and delinquency prevention, juvenile justice, victims services, corrections, and information systems;
- establishes and enforces minimum training standards for law enforcement, criminal justice and private security personnel;
- licenses and regulates the private security industry in Virginia;
- provides training, technical assistance and program development services to all segments of the criminal justice system; and
- conducts research and evaluations.

The agency's primary constituents are local and state criminal justice agencies and practitioners, private agencies, private security practitioners and businesses, and the public-at-large. Other constituents include local governments and state agencies, the federal government and advocacy groups/associations.

The Department is unique in state government because of its system-wide perspective on criminal justice. While it directs programs and services to each component of the system, it has an overarching responsibility to view the system as a whole, to understand how changes in one part of criminal justice will affect other parts, and to work to assure that plans and programs are comprehensive.

The Department of Criminal Justice Services is one of 12 agencies within the Secretariat of Public Safety. The Criminal Justice Services Board is the Department's supervisory board, with representation from all aspects of the criminal justice system on both state and local levels of government.

## **The Strategic Planning Process**

Members of the agency's management team, including all section chiefs and regional forensic laboratory directors, met in late September 2003 for a two-day planning session to develop a strategic plan to improve and promote public safety in Virginia. The components of the planning session included:

1. Review of the mission of DCJS.
2. Development of a vision for DCJS for the future.
3. Identification of the obstacles to achieving the vision.
4. Identification of strategic directions (broad scale projects and initiatives) that move DCJS toward its vision.
5. Creation of detailed plans (specific actions for 2004-2005) to carry out or implement the strategic directions, which will be monitored and updated frequently.

### **I. Mission Statement**

The Department of Criminal Justice Services provides comprehensive planning and state of the art technical and support services for the criminal justice system to improve and promote public safety in the Commonwealth.

### **II. Vision Statements**

- A. Establish DCJS as the primary criminal justice planning and policy resource, assuring that all components of the criminal justice system plan and operate fairly without bias.
- B. Promote integrated state-of-the-art technology for all components of the criminal justice system.
- C. Ensure that DCJS' workforce is motivated, well informed, team-oriented, and has the resources to do its job effectively.
- D. Establish and maintain effective, collaborative partnerships and quality customer service.
- E. Develop and implement superior training standards and programs that maintain and improve public safety for Virginia.
- F. Inform the public, constituents and decision-makers about the quality and effectiveness of DCJS' services.

### III. Obstacles:

The management team determined that the agency needed to plan and prioritize more clearly, and to communicate these priorities to its constituents in a more expedient manner. The team also noted that sufficient personnel, fiscal resources and adequate physical space are necessary for the agency to accomplish its priorities.

### IV. Strategic Directions:

- A. Address Intra-agency communication issues and create opportunities for agency employees to address issues at all levels (F).
- B. Assess DCJS employee training needs and plan and develop appropriate opportunities (F).
- C. Maximize utilization of human resources in an innovative manner (F).
- D. Address employee recognition, compensation and benefits (F).
- E. Maximize automation (C & F).
- F. Evaluate training standards, programs, and resources (A).
- G. Develop and Implement new expanded training (A).
- H. Continually maintain and upgrade agency website (D).
- I. Monitor and evaluate the effectiveness of programs and services (B, D & E).
- J. Create an agency communication plan (D & E).
- K. Develop a statewide criminal justice plan (B).

***Strategic Directions over which DCJS has no ultimate control but which will have an impact on the accomplishment of the above strategic directions:***

- L. Possible merger of Commonwealth's Attorneys' Services Council (B – E).
- M. Completion of construction and opening of the statewide driver training facility at Fort Pickett in Blackstone, VA.

N. Finding/building of new quarters for the staff now housed at 805 East Broad Street.

O. Construction of a new building for the Northern Virginia Forensic Lab.

## **V. Action Plans:**

In order to realize the vision and fulfill the agency's mission, a series of committees will be formed, each one responsible for planning the specific steps or actions needed to implement one of the strategic directions in the plan. Staff members from all levels and all parts of the Department will be invited to participate on the committees, to assure that the action plans developed will be well grounded and realistic.

DCJS trusts that through these united efforts the agency will offer superior training and customer service for our constituents to maintain and improve public safety and to promote integrated state-of-the-art technology for all components of the criminal justice system. The agency will also be working to assure that its own workforce is motivated, well-informed, works together, and has the resources to do its job effectively.

With these initiatives in place, DCJS hopes that the Commonwealth of Virginia will position itself as a recognized leader in criminal justice planning and policy and that the public will be informed about the quality and effectiveness of its services.